

Paul Bockelman

Somerville, Massachusetts 02144

March 9, 2016

Screening Committee
Town of Amherst
c/o Mr. Bernard Lynch
Community Paradigm Associates
One Saddleback
Plymouth, Massachusetts 02360

Dear Members of the Committee:

Please accept this letter and resume as my application for the position of Town Manager for the Town of Amherst.

I hope you agree that this is a great fit! I mean, who combines professional experience, community leadership, and high social intelligence...with a life-long, multi-generational involvement with Ultimate Frisbee?

Let me share a few highlights of my work at the statewide level and as a hands-on manager of a community with many similarities to Amherst:

- The Town of Manchester-by-the-Sea is a full-service community with high expectations for its dedicated workforce. It has a history and expectation of resident participation, and a successful manager must have excellent communication skills. My leadership style with department heads combined a spirit of collaborations and support with a strong dose of accountability. As Manchester's first professional administrator, I built trust in the position and grew it into a full-fledged management role responsible for all aspects of local governance including budgeting, finance, appointments, and labor negotiations with multiple bargaining units. I was particularly proud of getting our bond rating increased by two steps and my work on affordable housing.
- My work at the Massachusetts Municipal Association (MMA) has provided entrée to state leaders and the inner workings of the State House as I managed the finances and management of the organization. In addition to improving the internal operations of the MMA accomplishments at the MMA were the growth of the MunEnergy program, partnering with Suffolk University to create the Certificate in Local Government Leadership and Management, and working with our Amherst-based partner, ITD, to implement the highly regarded foreign exchange program with the country of Pakistan.
- At the Massachusetts Interlocal Insurance Association (MIIA) – the non-profit insurance arm of the MMA – I was on the front lines of working with cities and towns to solve some of the most difficult, complex, and contentious issues they faced during times of crisis: property losses, workers compensation claims, and professional liability lawsuits. If a crisis pops up in Amherst, chances are I've seen it before.

Much of my personal time over the past decade has been dedicated to improving our schools in Somerville, which serve as the epicenter for our families, especially our immigrant families. I have developed a great respect for and deep understanding of the role our schools and educators play in the success of our communities, and I'm proud of the progress we have made to improve our school district. I have chaired the School Committee twice and I most recently chaired the search for a new School Superintendent, and was recognized for orchestrating extensive community involvement and outreach into our immigrant community.

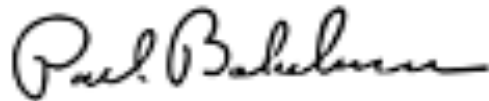
My personal attributes, however, are perhaps the best match for the Town. While I am comfortable providing direction and articulating the vision for the Town to a broader audience, my leadership style starts with active listening to the residents, employees, and elected officials who are creating that vision. I believe in working openly with every constituency to articulate problems and work toward consensus to an orderly and well-defined solution.

I also bring a true appreciation for Town Meeting and for the challenges and needs of an elected board, having completed my tenth year as an elected member of the Somerville School Committee. This experience has given me a deeper understanding of the very challenging issues facing our schools and a real appreciation of the staff work needed to enable elected officials to do their jobs effectively.

It would be my highest privilege to return to my roots -- having come to love the Town as a student at Hampshire College -- and become Town Manager for Amherst. I am primed for this position. I will bring the highest level of ethics, professionalism, and commitment to public service to the position.

I look forward to discussing this unique opportunity with you.

Sincerely,

A handwritten signature in black ink, reading "Paul Bockelman". The signature is fluid and cursive, with the first name "Paul" and last name "Bockelman" clearly distinguishable.

Paul Bockelman

Paul Bockelman

Contact

Somerville, Massachusetts 02144

Professional Profile

- Twenty years of experience in municipal government, thirteen as chief administrative officer of a Massachusetts municipality.
- Twelve years as Senior Director at the Massachusetts Municipal Association.
- Ten years as a member of the Somerville School Committee.
- All positions required management expertise with an emphasis on well-developed verbal, written, and public communication skills and the ability to develop partnerships with community and educational institutions.

Professional Experience

MASSACHUSETTS MUNICIPAL ASSOCIATION

2004 - PRESENT

Director of Administration & Finance

Boston, Massachusetts

Senior Director of the state's leading association of cities and towns in Massachusetts.

Responsible for budget, finances, investments, human resources, energy initiatives, education, other special projects, and overall management of the organization. Oversees an office of fifty employees with seven direct reports.

- Balanced budget with clean audit for twelve consecutive years.
- Partnered with Suffolk University to offer a yearlong, credit-based, graduate-level certificate program for municipal employees designed for local government leaders and managers.
- Managed MunEnergy program with 110 municipal members and expanded the program to include natural gas, demand response, and other energy initiatives.
- Created, with the support of the Massachusetts Department of Energy Resources, a grant-funded energy manager group and companion online community of Massachusetts energy managers.
- Developed and delivered 50 Home Energy Savings Workshops in communities throughout the Commonwealth.
- Led a three-year international exchange program sponsored by the U.S. State Department and partnering with the Institute for Training and Development in Amherst that brought 75 Pakistani leaders to Massachusetts for extended education and cultural exchange and sent a delegation of local leaders to Pakistan.

MASSACHUSETTS INTERLOCAL INSURANCE ASSOCIATION

1999 - 2004

Operations Manager

Boston, Massachusetts

Managed day-to-day operations of large municipal insurance pool with assets of \$60 million. MIIA provides property, liability, workers' compensation, and group health insurance to over 300 public entities in Massachusetts and insures over \$9 billion in property. Managed relationships with third-party administrators, consultants, attorneys, and insurance auditors, facilitating resolution of claims and operational issues. Areas of responsibility included Member Services, Claims, Marketing, Publications, Office Operations, and Special Projects.

- Developed new marketing material and introduced "I Am MIIA" campaign.
- Initiated regular articles in *The Beacon*, MMA's monthly publication.
- Conceived and developed MIIA's first web site (www.eMIIA.org)
- Analyzed potential members for risks; review analyses by professional underwriters; made all pricing decisions for members and prospects.
- Reviewed all serious claims individually and met regularly with claims and risk management staffs to review losses.
- Developed risk management tools, including educational forums, to assist members in managing their risks.
- Introduced MIIA Rewards, a unique program that provides premium discounts to communities that promote good risk management practices.

TOWN OF MANCHESTER-BY-THE-SEA**1986 – 1999**

Town Administrator

Manchester, Massachusetts

First professional administrator in town of 6,000 with \$12 million budget. Worked under the policy direction of the Board of Selectmen. Directly responsible for all personnel decisions (except library and schools); supervised eight department heads plus some administrative support staff; conducted collective bargaining with all Town unions.

- Successfully navigated Town through health insurance crisis, using coalition bargaining with all Town unions, including schools.
- Improved Town's bond rating with Moody's Investors Services by two steps, saving the Town tens of thousands of dollars in borrowing costs with new water and sewer treatment facilities.
- Developed expertise on telecommunications towers; drafted a Town by-law and issued an RFP for siting towers on two Town-owned parcels of land; spoke before numerous municipal groups including the Governor's Local Government Advisory Commission, MMA, MAPC, and Cape Ann Chamber of Commerce.
- Rewrote Town personnel by-law and revamped new set of Personnel Rules and Regulations.
- Initiated first municipal web site. Recruited and coordinated all volunteer web development team, and launched Town's first web site at no cost to taxpayers.

CITY OF CAMBRIDGE HISTORICAL COMMISSION**1979 – 1984**

Assistant Director

Cambridge, Massachusetts

Managed day-to-day operations of City agency, administered two CDBG grant programs; coordinated 900-building nomination to the National Register of Historic Places, dozens of University and Institute owned properties required working with Harvard University and the Massachusetts Institute of Technology; taught adult education course on Cambridge History.

Education**MASSACHUSETTS INSTITUTE OF TECHNOLOGY****Cambridge, Massachusetts**

Masters of City Planning – Concentration in Public Management

Thesis title: "*Small Towns, Small Computers...Big Decisions*"**HAMPSHIRE COLLEGE****Amherst, Massachusetts**

Bachelors Degree

Awards

- Massachusetts Municipal Management Association Outstanding Young Professional Manager of the Year (1989)
- Lincoln Institute of Land Policy – Masters Thesis Grant (1986)
- First place in MMA's Annual Town Report contest (1999)

Professional Notes

- **Member:** International City Management Association; Massachusetts Municipal Management Association; numerous MMA committees (Health Care, Professional Development, Membership, Executive Compensation Committees)

Personal

- **City of Somerville School Committee, Elected Committee Member** (2006-present); chair (2008, 2012), vice—chair (2007, 2011, 2016); also Finance & Facilities Subcommittee chair; Rules Management Subcommittee chair; Education and Instruction Subcommittee chair, and chaired the successful search process for a new School Superintendent in 2014.
- **Shore Educational Collaborative, Board of Directors** (2015 – present) Chelsea-based special education collaborative
- **Community Action Agency of Somerville (CAAS), Board Member and Vice President** (2006 – present) Non-profit anti-poverty agency serving the poor in Somerville and operating Head Start in Cambridge and Somerville
- **Somerville Historic Preservation Commission, Mayoral Appointee, Founder**
- **Somerville Municipal Charter Review Committee, Mayoral Appointee**
- **Somerville Property Review Committee, Mayoral Appointee**

Professional References for Paul Bockelman

Please contact me BEFORE you reach out to these references
(contact information provided upon request)

Employment References:

Geoffrey C. Beckwith
Executive Director
Massachusetts Municipal Association (current employer)

Thomas A. Halsted
Former Chair, Board of Selectmen
Town of Manchester-by-the-Sea

Julie Hooks
Co-Executive Director
Institute for Training and Development
Amherst

University/College References:

Mary Jeka
Senior Vice President and General Counsel
Tufts University

Barbara Rubel
Director of Community Relations
Tufts University

Sandy Matava
Director, Moakley Center for Public Management
Suffolk University

Sigmund Roos
Former Chair, Board of Trustees
Hampshire College

Community References:

Joseph A. Curtatone
Mayor
City of Somerville

Tony Pierantozzi/Mary Skipper
Former/Current Superintendents of Schools
City of Somerville

Rev. Justin Hildebrandt
Former President and current Treasurer
Community Action Agency of Somerville